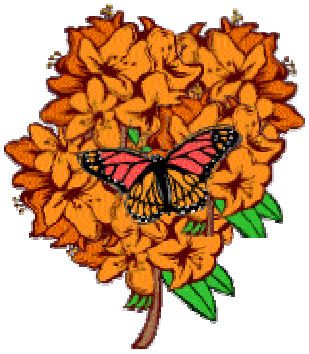
# Misa Kelly: The Ombudsman's* Reading and Resource Room



PLEASE NOTE: THIS RESOURCE HAS NOT BEEN UPDATED SINCE 2005. SOME OF THE LINKS MAY NOT WORK ANY MORE. THIS RESOURCE MERELY ARCHIVES WORK THAT WAS DONE 2002-2004 BY MISA KELLY. IT OUGHT REALLY BE UPDATED WITH EACH LINK ARCHIVED.

*Gender-neutral derivatives of the word "ombudsman" (a term that is internationally considered generic) include ombuds, ombudsperson, ombuds officer, and ombud. Please note that other names are utilized for Ombudsman in South America: terms such as Defensor del Pueblo, Defensor de los Habitantes, Defensor Vecinal, Procurador de los Derechos Humanos,Comisionado de los Derechos Humanos. In Brazil they use the name "Ouvidor" (the Listener) (information provided by Joao Elias de Oliveira Brazilian Ombudsman Association, Vice-President). Other terms for Ombudsman include: Le Protectuer du Citoyen, Protectrice du Citoyen (Québec); Mediateur (France, Belgium), Provedor de Justica (Portugal); and Defensor del Pueblo, (Spain).

The Merriam Webster's Collegiate Dictionary defines an ombudsman as "one that investigates reported complaints (as from students or consumers), reports findings, and helps to achieve equitable settlements" (www.m-w.com).

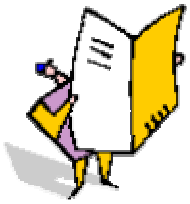
The Reading and Resource Room is not designed to meet the educational needs of any one particular "category" or "type" of Ombudsman, ombudsman scholar, or curious researcher. But rather, it is an attempt to collate the gamut of existing materials pertaining to ombudsing and ombudsman scholarship available online within a single virtual space. In that websites change with time, hard copy versions of this virtual resource will be maintained within the Ombuds Archives.

It is my hope that this work will provide a valuable educational resource for new ombudsmen, for ombudsmen seeking to cultivate their practice through acquisition of knowledge, for ombudsman scholars conducting research, and for individuals unfamiliar with the profession interested in learning more about ombudsmanship.

Additionally, it is my hope to cultivate an awareness within the various ombudsman communities that they belong to a larger community that is global in scope, and to encourage further dialog amongst different ombudsman communities. Through dialog it is my hope to work toward creating a common language

readily understood by all ombudsmen, resolve existing disagreements with regard to ombudsman theory, and to inspire research that will enable Ombudsmen to honor, respect, and understand the similarities/differences of ombudsmen working in different institutional settings.

**ENJOY!**



**Reading Room Sections:**

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- **Full Text Articles on Campus Conflict Resolution Issues**
- **Forum of Canadian Ombudsmen: Bookshelf**
- **Le Protectuer du Citoyen**
- **MIT-Mary Rowe**
- **Ombudsman of Korea**
- **Organization of News Ombudsmen**
- **The European Ombudsman Speeches**
- **Republic of Slovenia Human Rights Ombudsman: Collection of written contributions and conclusions**

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*If you have any links you would like to add, or, if you have an item you would like to see posted, or find something no longer available online, please send the information to Misa Kelly at mkombuddy@hotmail.com*

## I. PROFESSIONAL ORGANIZATIONS

American Bar Association Ombudsman Committee Home Page
<http://www.abanet.org/adminlaw/ombuds/>
(14 Feb. 2003)

Asian Ombudsman Association
(seeking additional information)
<http://www.ombudsman.go.kr/english/pages/download.asp>
(14 Feb. 2003)
<http://www.ombudsman.go.kr/info_opinion/download/Eng/Asian_Regional_Report.doc>
(14 Feb. 2003)

Association of Canadian College and University Ombudspersons (ACCUO)
<http://www.uwo.ca/ombuds/assoc.htm>
(14 Feb. 2003)

Associação Brasileira de Ouvidores
(Brazilian Ombudsman Association)
<http://www.abonacional.org.br>
(14 Feb. 2003)

British and Irish Ombudsman Association (BIOA)
<http://www.bioa.org.uk/>
(14 Feb. 2003)

California Caucus of College and University Ombuds
(CCCUO)

Caribbean Ombudsman Association
(seeking information)

Canadian Ombudsman Association

Howard Kushner
Email: hkushner@ombd.gov.bc.ca

Douglas Ruck
Email: ruckd@gov.ns.ca

Centre for Ombudsman and Governance Studies
<http://www.public-admin.co.uk/pai/combgov.htm>
(14 Feb. 2003)

Centre for Ombudsman and Governance Studies, Email Correspondence: Additional Information: About the Centre, Current Research, Annual Report, Bibliography

Coalition of Federal Ombuds (CFO), Chairman Howard Gadlin, National Institutes of Health, 1B 37 Building 31, Bethesda,
MD 20892. Phone: 301-594-6916, FAX: 301-594-7948

European Network for Ombudsmen for Children
<http://www.ombudsnet.org/>
(14 Feb. 2003)

Federación Iberoamericana del Ombudsman (F.I.O.)
(IberianAmerican Ombudsman)
Directory of all the members of F.I.O.

Forum of Canadian Ombudsman
<http://www.ombudsmanforum.ca/whyafco_e.asp>
(14 Feb. 2003)

International Ombudsman Institution
<http://www.law.ualberta.ca/centres/ioi/regions.htm>
(14 Feb. 2003)

Latin American Ombudsman Institute
(seeking information)

National Association of State Ombudsman Programs
Carol Scott
e-mail: cscott@mail.state.mo.us

Organization of News Ombudsmen (ONO)
<http://www.newsombudsmen.org/jacoby.html>
(14 Feb. 2003)

National Long Term Care Ombudsman Resource Center
<http://www.ltcombudsman.org/ombpublic/49_151_940.CFM>
(14 Feb. 2003)

State of Minnesota Ombudsman Round Table
<http://www.ombudmhmr.state.mn.us/contact/ombuds.htm>
(14 Feb. 2003)

The European Ombudsman Institute
<http://members.tirol.com/eoi/uk/startseite_uk.htm>
(14 Feb. 2003)

The Ombuds Association (TOA)
<http://www.ombuds-toa.org/other_links.htm>

(14 Feb. 2003)

University and College Ombuds Association (UCOA)
<http://www.colorado.edu/Ombuds/UCOA/>
(14 Feb. 2003)

United States Ombudsman Association (USOA)
<http://www.usombudsman.org/>
(14 Feb. 2003)

## II. CONFERENCES

Asian Ombudsman Association Conferences
(seeking information)
http://www.ombudsman.go.kr/info_opinion/download/Eng/Asian_Regional_Report.doc
(14 Feb. 2003)

Australasian and Pacific Ombudsman Conferences
(seeking information)
Selena Choo, Projects Officer,
NSW Ombudsman, Level 24, 580 George Street, Sydney,
NSW, Australia 2000, tel: (02) 9286-1014, fax: (02)
9283-9827, e-mail: schoo@ombo.nsw.gov.a

The Association of Canadian College and University Ombudspersons (ACCUO) Conferences
<http://www.uwo.ca/ombuds/accuoeng/frames.htm>
(14 Feb. 2003)

Caribbean Ombudsman Associaton, Regional Conferences (CAROA)
(Seeking information)

Forum of Canadian Ombudsman
<http://www.ombudsmanforum.ca/whyafco_e.asp>
(14 Feb. 2003)

National Conferences of Canadian Ombudsman
(seeking information)

Organization of News Ombudsmen Annual Conference
<http://www.newsombudsmen.org/conf.htm>
(14 Feb. 2003)

University and College Ombuds Association Annual Conferences
<http://www.colorado.edu/Ombuds/UCOA/AnnualConference.html>
(14 Feb. 2003)

United States Ombudsman Association Annual Conferences

<http://www.usombudsman.org/ServicesActivities/activitiesservices.htm>
(14 Feb. 2003)

International Ombudsman Institute Conferences
International Ombudsman Conferences are organized and held every four years.
<http://www.law.ualberta.ca/centres/ioi/brochure.htm>
(14 Feb. 2003)

The Ombudsman Association National Conferences
<http://www.ombuds-toa.org/conference.htm>
(14 Feb. 2003)

## III. STANDARDS OF PRACTICE and related information

Alaska Office of the Ombudsman
**Ombudsman Standards**
<http://www.state.ak.us/local/akpages/LEGISLATURE/ombud/standarz.htm>
(14 Feb. 2003)

ABA Section of Administrative Law and Regulatory Practice
**Ombudsman Committee Homepage**
<http://www.abanet.org/adminlaw/ombuds/>
(14 Feb. 2003)

American Bar Association (ABA)
**July 2000: Standards for the Establishment and Operation of Ombudsman Offices:**
<http://www.abanet.org/ftp/pub/adminlaw/final_ombuds.doc>
(14 Feb. 2003)

**2001 ABA REPORT AND PROPOSED STANDARDS**
**August 2001: Review of Report and Standards, Review of opinions-Pro and Con**
<http://www.usombudsman.org/ABA/ABA_Standards.doc>
(14 Feb. 2003)

The following information is directly from the United States Ombudsman Association website:

USOA Participation on ABA Ombudsman Committee
<http://www.usombudsman.org/ABA.htm>

1. The USOA's letter in opposition to the standards
<http://www.usombudsman.org/ABA/USOA_Letter.doc>
(14 Feb. 2003)

2. USOA's proposed amendments , which if passed would make the standards acceptable to USOA.
<http://www.usombudsman.org/ABA/USOA_Amendments.doc>
(14 Feb. 2003)

3. The Canadian Ombudsman Association's letter in opposition to the proposed standards
<http://www.usombudsman.org/ABA/COA_Letter.doc>
(14 Feb. 2003)

4. Bernard Frank's letter in opposition to the standards
<http://www.usombudsman.org/ABA/Frank_Letter.doc>
(14 Feb. 2003)

5. Dr. Hill's letter in opposition to the standards
<http://www.usombudsman.org/ABA/Frank_Letter.doc>
(14 Feb. 2003)

6. The Section of Labor and Employment Law's statement of opposition
<http://www.usombudsman.org/ABA/Section_Labor_Employ_Law.doc>
(14 Feb. 2003)

7. Three Past USOA Presidents letter in response to Past President Eddings and in opposition to the Standards
<http://www.usombudsman.org/ABA/USOA_3_Pres_Letter.doc>
(14 Feb. 2003)

The following are letters and documents that support the passage of the ABA standards or rebut stands taken in opposition to passage of the standards:

1. The TOA/UCOA letter supporting the ABA proposal but voicing concerns regarding the term "Advocate"
<http://www.usombudsman.org/ABA/TOA_COA_Letter.doc>
(14 Feb. 2003)

2. Eddings letter to USOA in support of passage of the ABA proposal
<http://www.usombudsman.org/ABA/eddings.doc>
(14 Feb. 2003)

3. Levine, Waxman and Harter letter to USOA members rebutting the "Three Past USOA Presidents" letter
<http://www.usombudsman.org/ABA/eddings.doc>
(14 Feb. 2003)

4. Ad Law sections response to Labor and Employment's opposition"<http://www.usombudsman.org/ABA/Ad_Law_Response_L_E_opposition.doc>

(14 Feb. 2003)

**Revised Standards: February 2004: Standards for the Establishment and Operation of Ombudsman Offices**
<http://www.abanet.org/adminlaw/ombuds/2003_proposed_standards.doc>
(29 July 2003)

British and Irish Ombudsman Association
**Ombudsman Schemes: Guidance for Departments**
<http://www.cabinet-office.gov.uk/central/2001/Ombudsmen/ombudsman_schemes.htm> (14 Feb. 2003)

British and Irish Ombudsman Association
**Criteria for The Recognition of Ombudsman Offices**
<http://www.cabinet-office.gov.uk/central/2001/Ombudsmen/annex_a.htm>
(14 Feb. 2003)

Office of the Ombudsmen, New Zealand,
**Ombudsmen's Practice Guidelines**
<http://www.ombudsmen.govt.nz/guidegenintro.htm>
(14 Feb. 2003)

University and College Ombuds Association (UCOA)
**Standards of Practice**
<http://www.colorado.edu/Ombuds/UCOA/SOP.html>
(14 Feb. 2003)

The Ombuds Association (TOA)
**Code of Ethics/Standards of Practice**
<http://www.ombuds-toa.org/code_of_ethics.htm>
(14 Feb. 2003)

United States Ombudsman Association (USOA)
**Draft: Governmental Ombudsman Standards**
<http://www.usombudsman.org/DraftSTANDARDS.doc>
(14 Feb. 2003)

## IV. OMBUDSMAN ACTS

(under development)

Australia (1976)
**Ombudsman Act 1976**
<http://www.law.usyd.edu.au/~acel/REBUILD/Indonesian%20Trainees%202001%20-%20April%20Group/Commonwealth%20Environmental%20Instruments/Ombudsman%20Act%201976%20(Cth)%20c20001218.pdf >
(14 Feb. 2003)

Irish Governement (1999)
**Ombudsman Act 1980**
<http://ombudsman.gov.ie/22ba/act1980.PDF>
(14 Feb. 2003)

Manitoba (1970)
**The Ombudsman Act**
<http://www.ombudsman.mb.ca/ombudsmanact.htm#1>
(14 Feb. 2003)

Ombudsman of British Columbia (1996)
**Ombudsman Act**
<http://www.qp.gov.bc.ca/statreg/stat/O/96340_01.htm>
(14 Feb. 2003)

Ombudsman of British Columbia (1996)
**Legislation Pertaining to the Ombudsman**
<http://www.ombudsman.bc.ca/publications/Ombuds_Act/ombudsact2.htm>
(14 Feb. 2003)

Ontario (1990)
**Ombudsman Act**
<http://www.ombudsman.on.ca/pdf/Ombudsman_Act.pdf>
(14 Feb. 2003)

**Scottish Public Services Ombudsman Act 2002 (asp 11)**
<http://www.hmso.gov.uk/legislation/scotland/en/2002en11.htm>
(14 Feb. 2003)

**The Ombudsman Act for the Yukon**
(1996)
<http://www.ombudsman.yk.ca/omb_act.html>
(14 Feb. 2003)

United States Ombudsman Association (1997)
**Model Ombudsman Act for State Governments**
<http://www.abanet.org/adminlaw/ombuds/usoamodel.html>
(14 Feb. 2003)

## V. CATEGORIES OF OMBUDSMEN

*Please note: there is currently not a consensus among ombudsmen about the proper categorization of ombudsmen; nor is there a consensus with regard to what situations the title of ombudsmen ought to be utilized.*

**American Bar Association**

Classical Ombudsmen

<http://www.abanet.org/adminlaw/ombuds/classicalombudsmen.html>
(14 Feb. 2003)

Advocate Ombudsmen
<http://www.abanet.org/adminlaw/ombuds/advocateombudsmen.html>
(14 Feb. 2003)

Organizational Ombudsmen
<http://www.abanet.org/adminlaw/ombuds/organizationalombudsmen.html>
(14 Feb. 2003)

Executive Ombudsmen
http://www.abanet.org/adminlaw/ombuds/115.pdf
(10 Dec. 2004)

**United States Ombudsman Association**

Classical Ombudsmen
Gottehrer, D. and M. Hostina (1999) Essential Characteristics of a Classical Ombudsman United States Ombudsman Association Website
<http://www.usombudsman.org/References/EssentialCharacteristicsClassicalOmbudsman.htm>
(21 Jan. 2003)

**Executive Ombudsmen**

Anderson, S.V. (1973) "Comparing Classical and Executive Ombudsmen." In Executive Ombudsmen in the United States, edited by Alan J. Wyner Berkeley, CA: University of California, Berkeley Institute of Governmental Studies
<http://www.sa.ucsb.edu/ombuds/svasearch.htm> (21 Jan. 2003)

**Hybrid Ombudsmen**

Rafael Runco
**Email discussion**

**Public Sector Ombudsmen**

United States Ombudsman Association
<http://www.usombudsman.org/References/publicsectorombudsman.htm>
(21 Jan. 2003)

Public Sector Ombudsmen in England
<http://www.justice.org.uk/images/pdfs/en.PDF>
(21 Jan. 2003)

Gottehrer, D. and M. Rowe (1995) Similarities and Differences Between Public and Private Sector Ombudsmen ABA, Section of Administrative Law & Regulatory
<http://www.abanet.org/adminlaw/ombuds/g&rsimilar.html>
(21 Jan. 2003)

Scottish Parliament, The Information Center (2000) Public Sector Ombudsmen Research Note prepared for the Local Government and Health & Community Care Committees <http://www.scottish.parliament.uk/whats_happening/research/pdf_res_notes/rn00-108.pdf> (21 Jan. 2003)

**Private Sector Ombudsmen**

Ombudsman Western Australia <http://www.ombudsman.wa.gov.au/links/private.html> (21 Jan. 2003)

Gottehrer, D. and M. Rowe (1995) Similarities and Differences Between Public and Private Sector Ombudsmen <http://www.abanet.org/adminlaw/ombuds/g&rsimilar.html> (21 Jan. 2003)

ABA, Section of Administrative Law & Regulatory <http://www.abanet.org/adminlaw/ombuds/g&rsimilar.html> (21 Jan. 2003)

**Quasi Ombudsmen**

Hill, L.B. (1997) "speech" American Ombudsmen and Others; or, American Ombudsmen and 'Wannabe' Ombudsmen. <http://www.abanet.org/adminlaw/ombuds/wannabe.html> (28 Aug. 2002)

**Specialty Ombudsmen**

**United States Ombudsman Association** <http://www.usombudsman.org/Membership/membership.htm> (21 Jan. 2003)

## VI. TRAINING MANUALS

Alaska Long Term Care Ombudsmen
**Program Manual**
<http://www.icare.ws/modules/BestPracticesPersonnelHandbookOmbudsmen.pdf>
(10 Dec. 2004)

Commonwealth Ombudsman-Australia
**Good Practice Guide to Complaint Handling**
<http://www.ombudsman.gov.au/publications_information/Special_Reports/good_practice.pdf(21 Jan. 2003)

I Care: Illinois Long Term Care Ombudsman
**Training Modules**
<http://www.icare.ws/modules/>
(10 Dec. 2004)

Illinois Department of Aging for Regional Long Term Care Ombudsmen
**Best Practices Personnel Handbook: Long Term Care Ombudsmen**
<http://www.icare.ws/modules/BestPracticesPersonnelHandbookOmbudsmen.pdf>
(10 Dec. 2004)

Illinois Long Term Care Ombudsmen
**Training Modules**
<http://www.ltcombudsman.org/ombpublic/49_506_1789.cfm>
(10 Dec. 2004)

Georgia Long Term Care Ombudsman (LTCO)
**Training Manual**
<http://www.ltcombudsman.org/ombpublic/49_506_1788.cfm>
(21 Jan. 2003)

MIT: Mediation Training Manual
<http://web.mit.edu/mediation/www/trainresources.html>
(10 Dec. 2004)

National Long Term Care Ombudsman Resource Center:
**Comprehensive Curriculum Manual**
<http://www.ltcombudsman.org/ombpublic/49_506_1789.cfm>
(10 Dec. 2004)

Maxwell, J.(1994). Kent State University, Center for Applied Conflict Management.
**Dispute mediation: A training manual**
<http://www.kent.edu/cacm/rdg_914.htm>
(21 Jan. 2003)

Melamed, J. The Mediation Center, Inc.
**Mediation Training Manual**
<http://www.internetmediator.com/medres/pg1.cfm>
(21 Jan. 2003)

Misa Kelly
**The Nuts & Bolts of Ombuds Theory: Establishing a theoretical base for your budding practice**

New York State Long Term Care Ombudsman Program
**Training Modules**
<http://www.ombudsman.state.ny.us/Ombudsmen/training.cfm>
(10 Dec. 2004)

Office of Health Care Ombudsman (Vermont)
**Training Manual**
<http://www.hrh.org/reports/appendices02/toc-vt.pdf>
(21 Jan. 2003)

West Virginia Long Term Care Ombudsman
**Program Guidance**
<http://www.ltcombudsman.org/ombpublic/49_506_3137.cfm>
(10 Dec. 2004)

## VII. BIBLIOGRAPHIES

Anderson, S. V.
**Stanley V. Anderson Library**

Borders, K.W. (2001) Selected Annotated Bibliography of Research Conducted on the Ombudsman Program 1990-2000 (June 2001).
<http://www.ltcombudsman.org//uploads/LibraryResearchSummariesbyBorders02.pdf>
(21 Jan. 2003)

British and Irish Ombudsmen Association Bibliography
<http://www.bioa.org.uk/BIOA-New/bibliography.htm>
(21 Jan. 2003)

Centre for Ombudsman and Governance Studies Sources and Bibliography, Secondary sources, Books and chapters

European Network of Ombudsmen for Children Bibliography
<http://www.ombudsnet.org/Bibliography.htm>
(21 Jan. 2003)

Morris, C. Conflict Resolution and Peacebuilding: A Selected Bibliography
<http://www.peacemakers.ca/bibliography/bibintro99.html>
(21 Jan. 2003)

Morris, C. Ombuds Offices: Classical and Organizational Models
<http://www.peacemakers.ca/bibliography/bib19ombuds.html>
(21 Jan. 2003)

The European Ombudsman Bibliography
<http://www.euro-ombudsman.eu.int/bibliog/en/default.htm>
(21 Jan. 2003)

Cole, D. G. Peace Bibliography
<http://www.nisbco.org/Biblio_A-H.htm>
(21 Jan. 2003)

UCOA Ombuds Bibliography-Colleges & Universities
<http://www.colorado.edu/Ombuds/UCOA/bibliography.html>
(21 Jan. 2003)

Warters, William Bibliography on Dispute Resolution in Higher Education
(Version 5.0) Compiled by Bill Warters, Ph.d
http://www.campus-adr.org/Main_Library/higheredbib.html
(4 March 2004)

## VIII. FULLTEXT SPECIAL COLLECTIONS

**1.0 American Bar Association**
**2.0 William Warters.Full Text Articles on Campus Conflict Resolution Issues**
**3.0 Forum of Canadian Ombudsmen: Bookshelf**
**4.0 LE PROTECTUER DU CITOYEN**
**5.0 MIT-Mary Rowe**
**6.0 Ombudsman of Korea**
**7.0 Organization of News Ombudsmen (ONO)**
**8.0 The European Ombudsman Speeches**

### 1.0 AMERICAN BAR ASSOCIATION

Archives of ABAOMB@MAIL.ABANET.ORG
Section of Admin. Law & Regulatory Practice Ombudsman Committee
<http://mail.abanet.org/archives/abaomb.html>
(21 Jan. 2003)

### 2.0 WILLIAM WARTERS, FULL TEXT ARTICLES ON CAMPUS CONFLICT RESOLUTION ISSUES

<http://www.campus-adr.org/Main_Library/fulltextarticles.html>
(21 Jan. 2003)

### 3.0 FORUM OF CANADIAN OMBUDSMEN: BOOKSHELF

**Conference Speeches 2003**

Warren Allmand

> Keynote Speaker Warren Allmand's Speech
> <http://www.ombudsmanforum.ca/events/2003_conference/warren_allmand_speech_e.asp>
> (10 Dec. 2004)

Pauline Champoux-Lesage

> Making Things Right: Seeking Redress for Complainants

Nathalie DesRosiers

The functions of an Ombudsman: Annotated Bibliography
<http://www.ombudsmanforum.ca/events/2003_conference/nathalie_desrosiers_speech_e.asp>
(10 Dec. 2004)

The Many Roles of an Ombudsman
<http://www.ombudsmanforum.ca/events/2003_conference/nathalie_desrosiers_speech2_e.asp
> (10 Dec. 2004)

Lizz Hoffman

Pruning Thorny Issues: A Working Session
<http://www.ombudsmanforum.ca/events/2003_conference/lizz_hoffman_speech_e.asp>
(10 Dec. 2004)

Howard Kushner

Ombudsman Fairness Checklist
<http://www.ombudsmanforum.ca/events/2003_conference/howard_kushner_speech_e.asp>
(10 Dec. 2004)

Barb McIsaac

Barb McIsaac Power point presentation

Jean-Claude Paquet

The Quebec Ombudsman: his Role, His Power, His Action
<http://www.ombudsmanforum.ca/events/2003_conference/jeanclaude_paquet_speech_e.asp>
(10 Dec. 2004)

Laura Pettigrew

Foundations of Ombudsman Law
<http://www.ombudsmanforum.ca/events/2003_conference/pettigrew_law_e.asp>
(10 Dec. 2004)

What is an Ombudsman
<http://www.ombudsmanforum.ca/events/2003_conference/pettigrew_whatis_f.asp>
(10 Dec. 2004)

Catherine Tinker

United Nations Diaogue Among Civilizations
<http://www.ombudsmanforum.ca/events/2003_conference/catherine_tinker_speech_e.asp>
(10 Dec. 2004)

**Speeches From Members**

Reaffirming the Ombudsman's Powers and Adapting Its Actions

Speeches from the First Annual Conference can be found under the conference section. Click here to go to the conference section.

Selected Readings

- OCOL List of Readings
- The Transition of Government and its Consequences on Citizens *(Gretta Chambers)*

**4.0 LE PROTECTUER DU CITOYEN**
Protectrice du citoyen (québec ombudsman)
PROTECTRICE DU CITOYEN
SPEECHES (21 Jan. 2003)
As appears on the website

September 19, 2002
Pauline Champoux-Lesage
Protectrice du citoyen
« Les attentes du citoyen » Conférence des juges administratifs du Québec (french version only)
<http://www.ombuds.gouv.qc.ca/en/publications/discours/juges.htm>
(21 Jan. 2003)

June 7, 2002
Pauline Champoux-Lesage
Protectrice du citoyen
« Le consentement à la recherche chez les personnes inaptes » Institut universitaire de gériatrie de Sherbrooke (french version only)
<http://www.ombuds.gouv.qc.ca/en/publications/discours/geriatrie.htm>
(21 Jan. 2003)

March 21, 2002
Pauline Champoux-Lesage
Protectrice du citoyen
« La performance et la qualité des ressources humaines » Institut d'administration publique du Québec (french version only)
<http://www.ombuds.gouv.qc.ca/en/publications/discours/iapq.htm>
(21 Jan. 2003)

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<http://www.ombuds.uci.edu/JOURNALS/1990/ombudsperson.html> (14 Feb. 2003)

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## X. JOURNALS

**British and Irish Ombudsman Association: The Ombudsman**

**California Caucus of College and University Ombudsman: UCI Ombudsman: The Journal**

**International Ombudsman Institute: International Ombudsman Yearbook (formerly the International Ombudsman Journal)**

**Naval Services Familyline: Ombudsman Journal**

**The Online Journal of Peace and Conflict Resolution**

### BRITISH AND IRISH OMBUDSMEN ASSOCIATION "THE OMBUDSMAN"

"The Ombudsman" British and Irish Ombudsmen Association **Current Issue** <http://www.bioa.org.uk/BIOA-New/further-info.htm#current> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association **Issue 24 – August 2004** <http://www.bioa.org.uk/BIOA-New/issue_24.pdf> (10 Dec. 2004)

"The Ombudsman" British and Irish Ombudsmen Association" **Issue 23 – April 2004** http://www.bioa.org.uk/BIOA-New/issue_23.pdf (10 Dec. 2004)

"The Ombudsman" British and Irish Ombudsmen Association" **Issue 22 – December 2003** <http://www.bioa.org.uk/BIOA-New/issue-22.pdf> (10 Dec. 2004)

"The Ombudsman" British and Irish Ombudsmen Association" **Issue 21 – August 2003** <http://www.bioa.org.uk/BIOA-New/21-Ombudsman.pdf> (10 Dec. 2004)

"The Ombudsman" British and Irish Ombudsmen Association" **Issue 20 – April 2003** <http://www.bioa.org.uk/BIOA-New/20th-Ombudsman.pdf> (10 Dec. 2004)

**Issue 19 - Dec 2002** Contents: 1) Last Rites of the Funeral Ombudsman Scheme by Geoffrey Wooodroffe 2) News Items 6) Standards in Local Government 10) Jacob Soderman talks to Matt Merigan Giving the European Union a human face 12) Profiles: Linda Costelloe Baker, Jodi Berg, Nuala O'Loan 13) Some reflections on the provision of redress by Michael Brophy 15) Ombudsmen and the Courts: Time for Dialogue by Nick O'Brien <http://www.bioa.org.uk/BIOA-New/issue_19.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 18 - March 2002**
Contents: 1) Leading Article: The Changing Face of UK Ombudsmen by Walter Merricks 2) News items 7)New Processes and new products: The Reality of business change by Stephen Shaw 9) The British Columbia Ombudsman by Elizabeth Nicholls 10) A pioneering scheme takes on water – and stays buoyant by Fiona McLeod 12) Profiles: Jerry White, Barney Crockett, Dame Barbara Mills 13) Judicial Review- Some case notes and observations – Part II 14) The European Extra-Judicial Network (EEJ-Net Project Manager) by Ruth Ramford 15) Complaints procedures against chartered surveyors by Stephen Gould <http://www.bioa.org.uk/BIOA-New/18_Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 17 - March 2002**
1) News Items 6) Developing mediation in an ombudsman context by Karl Mackie 7) Ombudsmen and disability rights: towards inclusion by Nick O'Brien 8) The Office of the Ombudsman in Slovenia by Ivan Bizjak 10) Profiles: David Thomas, Henry Pinna, Molly Meacher 11) Judicial Review-some case notes and observations edited by Tony King
<http://www.bioa.org.uk/BIOA-New/17_Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 16 - Nov 2001**
1) News Items 7) Justice by an other name 9) Profiles: Michael Biles, John Scampion, Ian Smith 10) Public Administration International Study Tours by Roy Gregory 11) When citizens complain: the role of the ombudsman in improving public services by Ruthven van Rensburg 13) The review of administrative decisions in the Island of Jersey by Michael de la Haye 15) The Ombudsman, the public service and the Irish Language by Tadgh Murchu
<http://www.bioa.org.uk/BIOA-New/16th%20ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 15 - March 2001**
1) BIOA – a glimpse of the future, editorial by Edward Osmotherly 2) News Items 3) A busy time by David Millington 4) "Are ombudsmen part of ADR?" by Margaret Doyle 7) A review of mediation by Roger Jeffries 8) Profiles: Tom Frawley, Pat Whelan, James Whittles 10) Recent developments at the PCA by Molly Meacher 11) The VIIth Conference of the IOI by Pat Whelan
<http://www.bioa.org.uk/BIOA-New/15%20Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 14 - March 2001**
1) News Items 4) Recent developments in the FOS 5) First thoughts of the Prisons

Ombudsman by Stephen Shaw 7) The Police Ombudsman for Northern Ireland-An Introduction by Nuala O'Loan 8) Profiles: Tony Boorman, Stephen Shaw 9) Case Studies 10) "The Bare Bones" by Janice Renton 11) Ombudsmen: fly-swatters or lion hunters by Nick O'Brien
<http://www.bioa.org.uk/BIOA-New/14%20Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 13 - March 2000**
1) News Items 3) Book Review 4) The Energy Industry Ombudsman, Victoria, Australia by Fiona McLeod 7) Personal Reflections on the BIOA Conference 8) The European Ombudsman – a brief assessment of the first four years by Eddy Newman 9) Case Study 10) The work of the BIOA Managers' Group 11) Swimming with the tide by Stephen Carr-Smith 13) Profiles: Stephen Carr-Smith, Caroline Gill 14) The Freedom of Information Act in Ireland by Gerry Smyth
<http://www.bioa.org.uk/BIOA-New/13%20Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 12 - Sep 1999**
1) News items 6) You can take a horse to water but…by Malcom Webb 7) Self-assessment by James McDonald 8) Book Review by Sir William Reid 9) Profiles: James McDonald, Malcom Webb 10) Walter Merricks – from civil liberties lawyer to Financial Services Ombuds reported by David Garratt 11) The Legal Services Ombudsman and the Access to Justice Bill: Making sense of the ombudsman enigma by Nick O'Brien
<http://www.bioa.org.uk/BIOA-New/12%20Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue 11 - May 1999**
1) News Items 5) Pilot Partnership by David Quayle 6) A placement at the Office of the Ombudsman in Dublin by Neil Hobbs 8) Profiles Michael Buckley, Julian Farrand 9) Looking through the telescope: an advice worker's perspective 11) Digest of cases 11) Time recording pilot
<http://www.bioa.org.uk/BIOA-New/11%20Ombudsman.pdf> (21 Jan. 03)

"The Ombudsman" British and Irish Ombudsmen Association
**Issue No 10 - Dec 1998**
1) News Items 6) Scottish Prisons Complaints Commission-An initial study by Philip Morris 8) Profiles: Roy Gregory, John Richards 9) The Adjudicator's office 1998 survey of complainants by Dominique Lazelle 11) Digest of Cases
<http://www.bioa.org.uk/BIOA-New/10%20Ombudsman.pdf> (21 Jan. 03)

**CALIFORNIA CAUCUS OF COLLEGE AND UNIVERSITY OMBUDSMAN**
**UCI OMBUDSMAN: THE JOURNAL**

California Caucus of College and University Ombudsman:
**UCI Ombudsman: The Journal 1990**
<http://www.ombuds.uci.edu/JOURNALS/1990/index.html> (21 Jan. 03)

Caucus of College and University Ombudsman

**UCI Ombudsman: The Journal 1991**
<http://www.ombuds.uci.edu/JOURNALS/1991/index.html> (21 Jan. 03)

Caucus of College and University Ombudsman
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<http://www.ombuds.uci.edu/JOURNALS/1992/index.html> (21 Jan. 03)

California Caucus of College and University Ombudsman
**UCI Ombudsman: The Journal 1993**
<http://www.ombuds.uci.edu/JOURNALS/1993/index.html> (21 Jan. 03)

California Caucus of College and University Ombudsman
**UCI Ombudsman: The Journal 1994**
<http://www.ombuds.uci.edu/JOURNALS/1994/index.html> (21 Jan. 03)

California Caucus of College and University Ombudsman
**UCI Ombudsman: The Journal 1995**
<http://www.ombuds.uci.edu/JOURNALS/1995/> (21 Jan. 03)

California Caucus of College and University Ombudsman
**UCI Ombudsman: The Journal 1996**
<http://www.ombuds.uci.edu/JOURNALS/1996/> (21 Jan. 03)

California Caucus of College and University Ombudsman
**UCI Ombudsman: The Journal 1997**
<http://www.ombuds.uci.edu/JOURNALS/1997/index.html> (21 Jan. 03)

The California Caucus of College and University Ombudsman Journal is currently not available online after 1997. For information about obtaining journals published since 1997 please contact Lois Price Spratlen at the University of Washington's Office of the Ombudsman
<http://www.washington.edu/about/ombudsman/contact.html> (14 Feb. 03)

**NAVAL SERVICES FAMILYLINE: OMBUDSMAN JOURNAL**

"Ombudsman Journal" Naval Services Familyline
<http://www.lifelines2000.org/familyline/module/res/res_default.asp?action=&AttribID=760&AttribName=Ombudsman+Journal&windowStyle=&AList=760&RList=26> (21 Jan. 03)

Ombudsman Journal 49 for Autumn 2002 Naval Services Familyline
<http://www.lifelines2000.org/eng/data/res/OmbudsmanJournal49.pdf?itemID=917&windowStyle=returnwindow> (21 Jan. 03)

Ombudsman Journal 48 for Summer 2002 Naval Services Familyline
<http://www.lifelines2000.org/eng/data/res/OJ48.pdf?itemID=876&windowStyle=returnwindow>
(21 Jan. 03)

Ombudsman Journal 47 for Spring 2002 Naval Services Familyline
<http://www.lifelines2000.org/eng/data/res/OJ47.pdf?itemID=669&windowStyle=returnwindow>
(21 Jan. 03)

Ombudsman Journal 46 Winter-Spring 2002 Naval Services Familyline
<http://www.lifelines2000.org/familyline/ombudsman/Quarterly_Journals/Ombudsman_Journal_46.pdf?itemID=611&windowStyle=returnwindow> (21 Jan. 03)

Ombudsman Journal 45 Summer-Fall 2001 Naval Services Familyline
<http://www.lifelines2000.org/eng/data/res/OmbudsmanJournal45SummerFall2001.pdf?itemID=672&windowStyle=returnwindow> (21 Jan. 03)

**INTERNATIONAL OMBUDSMAN YEARBOOK (FORMERLY THE INTERNATIONAL OMBUDSMAN JOURNAL)**

The International Ombudsman Institute (IOI)
<http://www.law.ualberta.ca/centres/ioi/index.htm> (21 Jan. 03)

Although the International Ombudsman Yearbook is not available online I'm including information about this yearbook within the reading room in that the IOI scholarship is excellent. Following is information quoted from the IOI website:

"An annual legal journal containing articles of interest to Ombudsmen, staff members, academics and students in the area of ombudsmanship. In addition, to English, some issues contain articles in French and Spanish. The 1995 Journal is available on audio cassette. The 1997 International Ombudsman Yearbook was published and distributed by Kluwer Law International. Please contact Kluwer Metropole Office, Laan van Meerdervoort 70 2517 AN The Hague, The Netherlands. Telephone: +31 70 308 1500, Fax: +31 70 308 1515."

For more information on how to obtain the International Ombudsman Yearbook visit the IOI website.
http://www.law.ualberta.ca/centres/ioi/order.htm (14 Feb. 03)

## XI. NEWSLETTERS, QUARTERLY REVIEWS

International Ombudsman Institute (IOI), Newsletter
<http://www.law.ualberta.ca/centres/ioi/news1.htm> (14 Feb. 03)

**Legal Ombudsman-Victoria, Australia, Newsletter**
<http://www.legalombudsman.vic.gov.au/publications.htm> **(14 Feb. 03)**

**Office of the National Ombudsman, Newsletter**
<http://web.sba.gov/ombudsman/dsp_newsletter.html> (14 Feb. 03)

**Office of the Ombudsmen, New Zealand, Quarterly Review**
The Ombudsmen's Quarterly Review
<http://www.ombudsmen.govt.nz/quarterl.htm> (14 Feb. 03)

**Ombudsman Ontario, Newsletter**
<http://www.ombudsman.on.ca/newsletters.asp> (14 Feb. 03)

**Québec Ombudsman's Chronicle**
<http://www.ombuds.gouv.qc.ca/en/publications/chroniques/chronique.asp> (14 Feb. 03)

**Small Business Ombudsman (SBO)**, Newsletter
<http://www.epa.gov/sbo/newslet.htm>(14 Feb. 03)

**Telecommunications Industry Ombudsman, Newsletter**
<http://www.tio.com.au/publications/default.htm> (14 Feb. 03)

**The Ombuds Association, Ombudsman News, Newsletter**
<http://www.ombuds-toa.org/the_ombuds_news.htm> (14 Feb. 03)

**United States Ombudsman Association (USOA), Newsletter**
<http://www.usombudsman.org/ServicesActivities/newsletter.htm> (14 Feb. 03)

U.S. Environmental Protection Agency, Small Business Ombudsman (SBO), Newsletter
<http://www.epa.gov/sbo/newslet.htm> (14 Feb. 03)

## XII. NEWS ITEMS

The following selection is a very small sampling of the work currently being done by Dean Gottehrer. Gottehrer utilizes the internet to locate news items pertaining to ombudsmanship from around the world.

These news items are distributed via the United States Ombudsmen Association (USOA) list serv.

The USOA is archiving this valuable collection. If you would like to be a part of the USOA listserv click HERE and scroll down to "Email List Serv"
http://www.usombudsman.org/ServicesActivities/trainingarchivesemail.htm (14 Feb. 03)

TO BE UPDATED. FILES LOST WITH OFFICE CLOSURE
Samples from Dean Gottehrer's Collection of Newspaper Articles posted on the USOA List Serv

> Antigua: Ombudsman helps mediate dispute
> Antigua Sun , January 6, 2003
>
> Canada: Media releases from Military Ombudsman and Defence Minister
> Canada NewsWire, December 17, 2002

Jamaica: Ombudsman continues to probe post-election complaints
Jamaica Observer, January 3, 2003

Kenya: NGO leader calls for ombudsman
The Nation, January 8, 2003

Northern Ireland: Police ombudsman police backs use of controversial spray
Belfast Telegraph, 07 January 2003

Norway: Children's Ombudsman shocked at proposal to start youth earlier in sports
The Norway Post, 20 December 2002

Pakistan: Tax ombudsman orders release of withheld refund
DAWN Newspapers, 07 January 2003:

Peru: Ombudsman asks Tambogrande authorities to select consultants
Business News Americas, Jan 09, 2003

Scotland: Country-wide university ombudsman appointed to receivestudents' complaints
Evening News, 16 December 2002

UK: Reaction mixed to school ombudsman proposal
BBC, 6 January, 2003

Vanuatu: Ombudsman's Press Release 07.01.2003

## XIII. LISTSERVS

*Both The Ombuds Association and the University and College Ombuds Association have listservs. One must be a member of these professional organizations in order to join the associated listservs. Following are listservs that do not require membership status to join.*

**American Bar Association Section of Admin. Law & Regulatory Practice Ombudsman Committee**

To Receive Ombuds Committee Announcements join their listserv
<http://mail.abanet.org/scripts/wa.exe?SUBED1=abaomb&A=1> (14 Feb. 03)

PLEASE READ
The ABA "Netiquette for ListServ Users"
<http://www.abanet.org/discussions/netiquette.html (14 Feb. 03)

**United States Ombudsman Association**

If you would like to be a part of the USOA listserv click HERE and scroll down to "Email List Serv"
<http://www.usombudsman.org/ServicesActivities/trainingarchivesemail.htm> (14 Feb. 03)

MIT/Mary Rowe

Date: Thu, 15 Jun 2000 13:39:53 -0400
To: ombud@MIT.EDU
From: mary rowe <mrowe@MIT.EDU>
Subject: rules of the list

Welcome to newcomers!.... Here are the rules of the list: The list is only for practicing ombudspeople -- those who are directly working as a confidential neutral, with disputants.

IT IS AN UNDERSTANDING OF THOSE ON THE LIST THAT WE WILL NOT DIRECTLY QUOTE OTHER OMBUDSPEOPLE, UNLESS WE HAVE EXPLICIT PERMISSION, AND THAT WE WILL NOT FORWARD THE MESSAGES PLACED ON THIS LIST UNLESS WE HAVE EXPLICIT PERMISSION. This understanding is seen not only as a matter of etiquette
but also a matter of ethical behavior. The point derives directly from one of the Standards of Practice for TOA: "An ombudsman should not use the names of individuals or mention their employers without express permission." One of the interpretations of this standard has always been that we extend to our colleagues the same confidentiality we provide to all those whom we serve.

Please post to the whole list yourself if you wish -- OMBUD@MIT.EDU.

Your postings need not go through me, unless you wish to ask a question anonymously.(The capability for anonymous posting permits us all to post difficult problems without compromising our employers or ourselves). If you wish to post anonymously, write me and I will remove the identifiers.

If someone posts a query -- using his/her name -- please reply ONLY to that person -- unless you think the whole list will be interested? If you wish to reply to the whole list, or if you have to do so because a
query has been posted anonymously, then address your answer to ombud@mit.edu.

Your email may come back to me as an error message if you do not pick up regularly. In this case -- and for other messages which get lost around in the ether somewhere -- I do not re-send automatically. If you post a message and get an error message -- please just ignore/delete it.

With great respect -mpr.
**********

## XIV. RESEARCH & PROJECTS

**Borders, K.W.**
Borders, K.W. (2001) Selected Annotated Bibliography of Research Conducted on the Ombudsman Program 1990-2000 (June 2001).
<http://www.ltcombudsman.org//uploads/LibraryResearchSummariesbyBorders02.pdf> (14 Feb. 03)

Centre for Ombudsman and Governance Studies
<http://www.public-admin.co.uk/pai/combgov.htm> (14 Feb. 03)

**Centre for Ombudsman and Governance Studies,** Email Correspondence: About the Centre, Current Research, Annual Report, Bibliography

Estes, Carroll

EFFECTIVENESS OF THE STATE LONG TERM CARE OMBUDSMAN PROGRAMS
JUNE 2001

Carroll L. Estes, Ph.D. Principle Investigator
Donna M. Zulman
Sheryl C. Goldberg, Ph.D.
Dawn D. Ogawa
Institute for Health and Aging
<http://www.ltcombudsman.org/uploads/LibraryEstesFinal2001.pdf> (14 Feb. 03)

RECOMMENDATIONS
<http://www.ltcombudsman.org//uploads/LibraryEstesKaiserReportRecommendations01.pdf> (14 Feb. 03)

**Kelly, M**. (2002-Present) THE CASE STUDY PROJECT

**Kelly, M.** (2002-Present) THE OMBUDS PROFILE PROJECT

**Kelly, M.** (2002-Present) THE OMBUDS ORAL HISTORY PROJECT

**Kelly, M.** (2003-Present) THE ANNUAL REPORT PROJECT

**ORGANIZATION OF NEWS OMBUDSMEN**
1997 survey of ONO members
<http://www.newsombudsmen.org/survey.html> (14 Feb. 03)

**OMBUDSMAN OF BRITISH COLUMBIA**
Fair First: An Ombuds Audit of the WCB Ombudsman
<http://www.ombud.gov.bc.ca/publications/reports/Public_Reports/PR37_Fair_First/TOC.html> (14 Feb. 03)

**INSTITUTE OF MEDICINE (IOM)**
REAL PEOPLE, REAL PROBLEMS: An Evaluation of the Long-Term Care Ombudsman Programs of the Older Americans Act, National Academy Press 1994.
<http://www.nap.edu/readingroom/books/rprp/contents.html> (14 Feb. 03)

**THE EARTH COUNCIL: FROM CONCEPT TO DESIGN: CREATING AN INTERNATIONAL ENVIRONMENTAL OMBUDSPERSON**
<http://www.omced.org/om_nautilus.htm> (14 Feb. 03)

Zarsky, L. (1998) A Human Rights/Environmental Ombudsperson: Case Study Lessons and Design Recommendations Lyuba Zarsky Nautilus Institute for Security and Sustainable Development <http://www.omced.org/om_nautilus.htm>

**CASE STUDIES**

Girot, P. (1998) The Earth Council: From Concept to Design: Creating an International Environmental Ombudsperson. The Darien GapRegion Between Colombia and Panama: Gap or Seal?
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<http://www.omced.org/om_nautilus.htm> (14 Feb. 03)

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## XV. ANNUAL REPORTS

SEE THE ANNUAL REPORT PROJECT

## XVI. CASE STUDIES

SEE THE CASE STUDY PROJECT

## XVII. OMBUDSMAN PRIVELEGE/MEDIATOR PRIVELEGE/SHIELD LAW

*Foxgate Homeowner's Assn. V. Bramalea California, Inc. (2001)26 Cal.4th 1*
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Federal Rules of Evidence-Rule 501
<http://www.law.cornell.edu/rules/fre/501.html> (14 Feb. 03)

California Evidence Code Sections 1115-1128
<http://www.sbcadre.org/CADRe/rules/evid1115.htm> (14 Feb. 03)

## XIII. ALTERNATIVE DISPUTE RESOLUTION LINKS

**Conflict Research Consortium: 200 + Knowledge Based Essays**
<http://www.crinfo.org/beyondintractability/browse_contents.cfm> (10 Dec. 2004)

**CR Info.: Education webpage**
<http://www.crinfo.org/v3-menu-education.cfm> (10 Dec. 2004)

**Full Text Articles on Campus Conflict Resolution Issues**
<http://www.campus-adr.org/Main_Library/fulltextarticles.html> (14 Feb. 03)

**Ken Cloke.com**
http://www.kencloke.com/ (10 Dec. 2004)

**Mediate.com**
**http://www.mediate.com/** (10 Dec. 2004)

**Restorative Justice.org: Resources**
<http://www.restorativejustice.org/rj3/resources_default.htm> (10 Dec. 2004)

**The Center For Restorative Justice: Online Library**
<http://www.sfu.ca/crj/advanced.html> (10 Dec. 2004)

**York University Law Library**
**Alternative Dispute Resolution Links**

Useful links categorized by Canada, United States, and Foreign
<http://library.osgoode.yorku.ca/linksadr.htm> (14 Feb. 03)

A Guide to ADR Links
A Guide to ADR Links arranged by Deborah S. Laufer, Esq. Executive Director, Federal ADR Network. Fabulous comprehensive resource! A MUST VISIT.

Guide is arranged by:
Bibliographies & Search Tools
Codes, Model Rules and Guidelines
Federal Resources
International Resources
Journals, Newsletters, Publishers
National Organizations
Resources and References
Roster of Neutrals
State Resources
University Programs
<http://www.lawmemo.com/emp/links/adr.htm> (14 Feb. 03)

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